



HMMWV ambulance with one gurney in "up" position.

ded centers (for ambulatory patients) and mahogany rails on which litters could slide. Litter straps and brackets like those in M1010 ambulances were used to stabilize the litters during transport.

- Extended platform braces were fabricated from three-quarter-inch angle iron to support the gurneys in the down position. By using the two rear

troop seat brackets to support the braces, the gurneys could be stored in the "up" position parallel to the backs of the troop seats when the vehicle was used to haul cargo.

- A load-bearing bar was constructed of two strands of three-quarter-inch angle iron to span the width of the HMMWV bed using the forward troop seat brackets. This bar

accommodates the extended width of the gurneys and prevents weight from being placed on the dividing wall. It also serves as an anchor point for a medical chest.

- A 24-volt power source was added to the cargo area of the HMMWV to power a small electric fan and a lighting system.

These modifications have been implemented throughout the 25th Infantry Division as an interim solution to the evacuation problem until the M997 is fielded. Even then, the modifications will be maintained to increase the organic litter-carrying capability at battalion level.

As one of the Army's combat-ready light infantry divisions, the 25th is constantly seeking innovative and creative ways to use the equipment it has to improve its rapid deployability and its battlefield effectiveness. This HMMWV modification is one example.

---

Lieutenant Robert L. Porter proposed the HMMWV modification while serving as the medical platoon leader, 4th Battalion, 87th Infantry, 25th Infantry Division in Hawaii. He is now assigned to the 25th Medical Battalion. He is a 1986 ROTC graduate of the University of Michigan.

---

## PSYOP Units How to Use Them

LIEUTENANT PETER D. FLAMMING

With their speakers and amplifiers, tactical psychological operation (PSYOP) units look like portable rock concerts, but they don't have to be an infantryman's nightmare of noise. Properly used, they can work for, not against, tactical objectives, and chances are that many exercises will

include them in the near future.

Since the Army began a push to improve its psychological operations several years ago, the capabilities of PSYOP units have expanded greatly. This is due largely to the creation of a PSYOP military occupational specialty and the specialized instruction

that goes along with it. Unfortunately, though, there is not much information available to infantrymen on how they might use and exploit these units. A brief outline of PSYOP concepts, therefore, should help.

Tactical PSYOP units are composed

of small teams equipped with speaker systems of various wattages. The systems can be vehicle-mounted or man-packed, and they have considerable effective range. Sound effects, messages, and sometimes music can be used to achieve a desired effect.

Psychological operations in a combat role have three main uses--deception, harassment, and, to a limited extent, propaganda.

Because of the nature of tactical PSYOPs, it is axiomatic that a cardinal rule of combat will be broken--a PSYOP unit will give away a unit's position--and this must be considered in all PSYOP applications. That is why, initially, deception should be considered: Deception techniques will not give away a unit's true position, and it will delay the enemy's realization that a PSYOP unit is present.

A mounted speaker team can imitate with surprising accuracy the sounds of moving armor or mechanized infantry, helicopter insertions, or convoys. It is not difficult to plan these deceptions to fit a unit's objectives. For example, a unit can seem to be where it is not, seem to be increasing its strength by moving in armor, seem to be moving its tracks one kilometer from its actual position, or seem to be airlifting in or out. The enemy then has to counter each of these actions or ignore his own intelligence information. In

either event, the seed of doubt has been sown, and in a tactical situation, doubt creates hesitation and error.

Even if the presence of speaker teams seems to have been compromised, they can still be effective: A unit that is known to employ speaker teams can use the "cry wolf" theory to mask its true movements. For example, in one of the most successful uses of speakers in World War II, the Germans in late 1944 broadcast the sound of armor movements toward the Allies for several weeks. The sound became so commonplace that when actual units massed along the front in the days before the beginning of the Battle of the Bulge, the sounds they made created no alarm.

## DIVERT AND DECEIVE

Speaker teams are not magical, and a unit must be careful in deciding where it wants broadcasts to take place. The best rule of thumb is to divert and deceive the enemy and get him away from the unit's location.

Harassment and propaganda should be used only after a PSYOP unit's presence is known, or in static situations along well established fronts. Although effective deception weighs heavily enough on an opposing force, harassment and propaganda can also have a devastating effect on susceptible troops.

One PSYOP harassment technique is to deprive the enemy of sleep by using random all-night broadcasts. The drawback to this action is that it can also keep friendly troops from getting their proper sleep. Other themes can focus on the needs of the enemy soldier--messages that are preferably basic and blunt. PSYOP units are also capable of creating "custom" broadcasts to fit specific situations.

Although propaganda themes are a complete study by themselves, it should be noted that PSYOP units are well trained in developing propaganda. Propaganda has limited use, however, in small-scale tactical situations, and harassment is more effective.

Tactical psychological operations can work for infantrymen if they give PSYOP units an opportunity and employ them properly. Although a certain degree of prudence must precede such actions, creativity and boldness must also play a role. Infantry units will be pleasantly surprised at just how valuable PSYOP units can be to them on both peacetime and wartime battlefields.

---

**Lieutenant Peter D. Flammig**, commissioned in June 1988 from the Texas National Guard OCS, is PSYOP officer, 244th PSYOP Company, U.S. Army Reserve. He is a graduate of the PSYOP Specialist Course at Fort Bragg.

---

